



service obligations when authorized by ordinance, resolution, or motion of the City Council and signed by the City Manager;

8. shall keep the City Manager fully advised as to the financial condition and needs of the City and shall oversee the planning for the short and long range growth of the City;

9. will compile information for City Council agenda packets subject to the approval of the City Manager;

10. will attend City Council meetings and take part in discussions as directed by the City Manager and will recommend Council actions as deemed appropriate by the City Manager;

11. will interpret policies passed by the City Council and oversee their implementation as directed by the City Manager;

12. will formulate policies and make policy recommendations, with the assistance of other staff, for the City Manager to present to City Council for action;

13. will prepare a variety of reports, with the assistance of other staff, as required by the City Manager;

14. may coordinate with other governmental agencies and surrounding cities at the direction of the City Manager; and

15. will communicate effectively and courteously with the public, elected and appointed officials, and City employees in person, in writing, and by telephone.

Other duties and responsibilities may include:

1. Responding or directing the response to complaints and inquiries

made by citizens, employees, and elected officials;

2. Composition of correspondence and memoranda; and

3. Representation of the City in or at professional and civic associations.

CITY OF FRISCO OPPORTUNITIES AND CHALLENGES

The very rapid growth of the City of Frisco is the major driver of the following list of opportunities and challenges:

Quality of Life Issues - The rapid growth of the City of Frisco will challenge the ability of the City to maintain and improve the quality of life offered to residents and businesses. A current strategy is to develop Frisco as a self-contained community. The City wants to bring enough jobs to Frisco to permit a significant portion of the citizenry to work in Frisco as well as live in Frisco. The City offers generous development incentives to those entities willing to locate jobs in the City of Frisco. The Frisco Economic Development Corporation targets businesses involved in computer-related services and software development; the manufacture of computers, microelectronics, telecommunications equipment, and other related equipment and electronics components; research and development; search, detection, navigation, guidance, aeronautical and nautical systems, instruments and equipment, and measuring and control devices; customer, business, and data service centers; and health, medical, and life sciences industries. The Frisco Planning Department looks for ways to

ensure that those who work in Frisco can also afford to live in Frisco. City planners hope to provide workforce housing through such initiatives as lot size diversity. Planners advocate development standards that stress "green" residential concepts that reduce energy usage. The planning staff also looks for innovative ways to maintain open space in residential areas. Finally, City planners try to be proactive to ensure that the permitted land uses within City limits will generate sufficient revenues to pay for the services that the business or residential occupants of that land will require.

Transportation Infrastructure - Rapid growth requires the rapid development of a transportation infrastructure to support the movement of people and goods. The City must seek financing to further develop the main lanes of the Dallas North Tollway (DNT). The North Texas Tollway Authority (NTTA) has already awarded a contract to extend the DNT main lanes from Legacy Drive, south of State Highway 121 to Gaylord Parkway, approximately 1 mile north of State Highway 121. However, there is no funding to develop the DNT main lanes further north to Main Street (FM 720) and US 380, Frisco's northern boundary. The City must also work closely with Collin County and the Texas Department of Transportation (TxDOT) to get funding for the construction of freeway main lanes along State Highway 121 from The Colony through Frisco to US 75 in McKinney and for the construction of frontage roads from the DNT to US 75 along State Highway 121. Within the boundaries of the City of Frisco, it is becoming difficult and expensive to acquire the right of way needed for arterial streets and roads.

Leisure Service Issues - Frisco has been a young community, where residents have been focused on the needs of children for a good education and wholesome recreational opportunities. Now young adults and persons of middle age look for recreational opportunities for themselves. The City is experiencing demand for hike and bike trails, recreation centers, tennis courts, swimming pools, and other athletic facilities to meet those needs. Some residents of Frisco are bringing aging parents to

live with them in their homes or in nearby houses. This creates demand for increasing levels of senior adult services and programming. Library services must be expanded, improved, and coordinated with the library services provided by the school districts, community colleges, and regional library systems. Library patronage has been declining in the face of an increasing population. An effort needs to be made to find out why and to take the steps needed to provide the library services that the community wants and will use.

Customer Service Issues - When the City of Frisco was relatively small, size alone allowed for an adequate flow of information from the public to the City government about public satisfaction with City services. Now, more formal processes should ensure an adequate information flow about customer satisfaction with City services. Some consideration should be given to the establishment of formal customer satisfaction surveys. City residents who have made calls for police, fire, or emergency medical services should be surveyed. Citizens who have called in to report water leaks or sewer blockages should be contacted. Persons who have signed up for City recreational programs should be surveyed. Persons who have been summoned to Municipal Court should be contacted about their experiences. Some effort might be made to compare the degree of Frisco public satisfaction with City services with the customer service indices achieved by other benchmark cities.

Cost of Service Issues - Rapid growth puts upward pressure on municipal government costs. Care, imagination, and innovation will be needed to make sure that the costs of service do not escalate faster than population, tax base, or revenue growth. So far, the City has been able to do an enviable job of containing costs in relation to its ability to collect revenues. The Ad Valorem tax rate is currently one of the lowest in North Texas. However, the need to service a new bond issue likely to exceed \$150 million may raise the effective tax rate to a position more in the middle of North Texas municipal tax rates. This bond issue is scheduled

to be presented for voter approval in September of 2002.

Employee Communication Issues - As the City has grown and the number of employees has increased, it has become increasingly difficult for City executives to maintain personal relationships with front line employees. This has become especially acute for the City Manager, whose schedule increasingly focuses on long-range strategic issues and negotiation of major development agreements. As City growth continues, it will be important for senior executives to spend time with front line employees. These employees need to know about executive visions, goals, and directions for the City and the expectations of leadership for the individual performance of employees. Executives need to spend enough time with employees so as to know about their interests, aspirations, and concerns about the way in which the City and its services are developing.

Business Process Improvement - The pace of Frisco growth demands constant examination of City business processes. Executives must be proactive in predicting the points at which existing business processes will begin to fail. Leadership must ensure that new or improved business processes are in place before the problems of the old methods and systems become truly dramatic and expensive. As the City grows, it will add managers and executives from other communities. These individuals will have a natural tendency to want Frisco to adopt the business processes of their former employers. It will be important for such new leaders to maintain enough objectivity about Frisco processes so that processes that are working well are not discarded in favor of systems from other communities, simply for the sake of change. New leaders must also respect how much existing leaders and employees have accomplished with the relatively meager resources that were available to them in the past.

Organization Development - The rapid growth of the community will require constant review of the organization structure of the City government. As the mission evolves, so must

the organization chart evolve. Existing Divisions may acquire the status and importance of full-fledged Departments. The emerging organization structure should also reflect solid thinking about the best way to make use of existing personnel and personnel that can reasonably be attracted to the employ of the City. Executive leadership will face the constant challenge of identifying the points in the growth of the community when the organization chart must change and new employees must be added. Individual job duties and responsibilities may change at a rapid rate and executive leadership must be there to help employees adapt successfully to these changes.

Managing Change - Growth will force a rapid pace of change in most, if not all City departments. The leadership team must identify those individual employees who are respected by their peers and who are also open to change. Leadership must make effective use of such employees to get the majority of front line employees to accept change and to make change work for the benefit of the residents and businesses who call Frisco home. Successful change is most probable when leaders involve employees in the processes of identifying problems and the alternative possible solutions. Natural leaders will emerge among various groups of employees. It is important for executive leadership to engage those natural leaders in the support of needed change. Leadership must not permit the creation of a climate where employees fear change and distrust the motives of their managers and supervisors.

Training and Human Resource Development - If employees are to grow with the community that they serve, they must be provided with the needed tools in terms of their personal skill sets. Changes in the organization structure, changes in individual job descriptions, and changes in business processes will demand the acquisition of new skills. The rapid growth of the organization will create many promotional opportunities, most of which should not and cannot be filled from outside of the organization. These promotional opportunities may mean that relatively young persons with relative-